



**LAKELAND LIBRARY
COOPERATIVE**
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1

BOARD MONTHLY MEETING

Thursday, October 8th, 2026

9:30 a.m.

ADVISORY COUNCIL TO FOLLOW

Kent District Library Service Center

814 West River Center Drive NE, Comstock Park, MI 49321

1. CALL TO ORDER AND ROLL CALL

- a. Introduce New Members and Board Members

2. APPROVAL OF AGENDA

PAGE 1

3. ELECTION OF OFFICERS AND TRANSFER OF POWER

(m) PAGE 2

4. PUBLIC COMMENTS

5. APPROVAL OF MINUTES

- a. September 10, 2026, Unofficial Board Minutes

(m) PAGE 3-4

6. FINANCIAL REPORT

- a. September Financials and Check Registers

(m) PAGE 5-11

7. PRESIDENT'S REPORT

(i)

8. COOPERATIVE DIRECTOR'S REPORT

(i) PAGES 12-20

9. COUNCIL/COMMITTEE REPORTS

- a. Advisory Council Official Minutes-August 13th, 2026

(i) PAGE 21-22

10. ONGOING/NEW BUSINESS

- a. Discussion and Vote to Approve Air Conditioning upgrade
- b. Director Evaluation Next Steps
- c. Strategic Plan Update
- d. Director Search
- e. Board Member Oaths

(m) PAGES 23-24

(m) PAGES 25-27

(m) PAGES 28-31

(m) PAGES 32-37

(m) PAGE 38

11. PUBLIC COMMENTS

12. BOARD MEMBER COMMENTS

**13. NEXT MEETING: November 12, 2026 at the Kent District Library
Service Center**

14. ADJOURNMENT

(m)

**LAKELAND LIBRARY COOPERATIVE
BOARD MINUTES – Unofficial
Thursday, September 10, 2026 9:30 a.m.
Kent District Library Service Center**

Present: Betty Adams, Matt Lubbers-Moore, Jessica Hunt, Ron Suszek, John McNaughton, Carol Dawe, Abby Black, Rob Bristow, Maggie McKeithan, Lance Werner
Lakeland Staff Present: Amber McLain, Ann Langlois
Absent: None.

- 1) CALL TO ORDER AND ROLL CALL:** The meeting was called to order at 9:30 by John McNaughton.
- 2) APPROVAL OF AGENDA:** Rob Bristow moved, supported by Abby Black, to approve the agenda as presented - *motion carried*.
- 3) PUBLIC COMMENTS:** There were no public comments.
- 4) APPROVAL OF MINUTES:** Jessica Hunt moved, supported by Rob Bristow, to approve the board minutes from August 13, 2026 – *motion carried*.
- 5) FINANCIAL REPORT:**
 - a) **August 2026** Financials and Check Register: Matt Lubbers-Moore moved, supported by Ron Suszek, to approve the August 2026 Financials as presented - *motion carried*.
- 6) PRESIDENT'S REPORT**
 - a) John shared that this will be his last meeting as Board President. Rob Bristow (OG – Georgetown) has agreed to run, but others are welcome to volunteer to run as well.
- 7) DIRECTOR'S REPORT**
 - a) Carol shared that Lakeland is hard at work with the ILS migration preparation. Carol also shared she is looking forward to the Leading Through Change seminar.
- 8) COUNCIL/COMMITTEE REPORTS**
 - a) Official Advisory Minutes from June 11, 2026 included for information.
- 9) ONGOING/NEW BUSINESS:**
 - a) *2025-2026 Budget Amendments (with footnotes)* - Matt Lubbers-Moore moved, supported by Rob Bristow, to approve the 2025-2026 Budget Amendments (with footnotes) as presented - *motion carried*.
 - b) *2026-2027 Budgets (with endnotes)* – Lance Werner moved, supported by Matt Lubbers-Moore, to approve the 2026-2027 Budgets (with endnotes) as presented - *motion carried*.
- 10) PUBLIC COMMENTS:** None.
- 11) BOARD MEMBER COMMENTS:**
 - a) Lance Werner shared that he has been working around the state to get municipalities to work with local libraries to protect intellectual freedom.
 - b) Abby Black shared that the Allendale board of township trustees approved the Allendale Township Library's new collection development policy, which includes the Freedom to Read language.
 - c) Betty Adams shared that marketing material for MADL's Dave Eggers event are available.
- 12) NEXT MEETING:** Thursday, October 8, 2026, at 9:30 a.m. at Kent District Library Service Center.
- 13) ADJOURNMENT:** Lance Werner moved, supported by Abby Black, to adjourn at **9:55** - *motion carried*.

Respectfully submitted by,
Amber McLain



LAKELAND LIBRARY COOPERATIVE

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Board Officers Election: October 2026-September 2027

Board Meeting: October 8, 2026

Slate of Candidates for one-year terms:

Chair: Rob Bristow (Georgetown Township Library, Class VI, term 1)

Write-in: _____

Results:

Vice Chair: Abby Black, (Allendale Township Library, Class V, Term 1,)

Write-in: _____

Results:

Secretary: Betty Adams (Muskegon Area District Library, Class VI, term 1)

Write-in: _____

Results:

Treasurer: Matt Lubbers Moore (Fruitport District Library, Class IV, term 2)

Write in: _____

Results:

Lakeland Library Cooperative
Operating Fund Balance Sheet
As of September 30, 2026

4

ASSETS

Current Assets

Checking/Savings

001 · Checking Accounts 83,239

002 · Savings Accounts 827,795

Total Checking/Savings 911,034

Other Current Assets

084 · Due from Other Funds 74,429

123 · Prepaid Expenses 115,666

Total Other Current Assets 190,095

Total Current Assets 1,101,128

Fixed Assets 429,957

TOTAL ASSETS \$ 1,531,085

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Accounts Payable 8,884

Other Current Liabilities

231 · Payroll Liabilities 1,979

237 · Benefit Liabilities 3,235

257 · Accrued Payroll 24,274

258 · Accrued Payroll Taxes 1,690

Total Other Current Liabilities 31,179

Total Current Liabilities 40,063

Total Liabilities \$ 40,063

Equity

370 · Nonspendable Funds 119,021

371 · Property 429,957

390 · Unassigned Funds 860,402

Net Income 81,642

Total Equity \$ 1,491,023

TOTAL LIABILITIES & EQUITY \$ 1,531,085

Lakeland Library Cooperative
Operating Budget vs. Actual
October 2025 through September 2026

5

	YTD	Budget	% of Budget
Income			
566 · State Aid Revenue	763,145	758,051	100.7%
630 · Service Revenue	882,880	882,879	100.0%
665 · Interest Revenue	20,391	15,000	135.9%
672 · Other Revenue	125	100	125.0%
Total Income	\$ 1,666,541	\$ 1,656,030	100.6%
Expense			
702 · Salaries & Wages	739,815	749,055	98.8%
710 · Benefits	141,685	143,949	98.4%
719 · Mileage	2,218	3,450	64.3%
720 · Professional Development	3,637	5,500	66.1%
726 · Supplies	12,070	12,440	97.0%
801 · Professional Services	72,268	74,650	96.8%
810 · Insurance	16,444	17,145	95.9%
817 · ILS & IT Expenses	363,566	376,371	96.6%
831 · RIDES	8,991	9,410	95.6%
860 · Delivery Expenses	113,847	135,862	83.8%
880 · Member Development	2,787	5,000	55.7%
920 · Facility Expenses	45,085	47,645	94.6%
Total Expense	\$ 1,522,415	\$ 1,580,477	96.3%
Net Ordinary Income	\$ 144,126	\$ 75,553	190.8%
Other Income/Expense			
690 · Other Financing Sources	55,500	42,431	130.8%
Total Other Income	55,500	42,431	130.8%
990 · DS-SBITA (Bibliocore)	117,984	117,984	100.0%
Total Other Expense	117,984	117,984	100.0%
Net Other Income	\$ (62,484)	\$ (75,553)	82.7%
Net Income	\$ 81,642	\$ -	100.0%

Lakeland Library Cooperative
Operating Checks for the Month
As of September 30, 2026

6

Date	Name	Memo	Account	Amount
001.01 · Main Checking-Sweep Acct				
09/02/2026	Bazen Electric	Bldg repairs	Building Repairs/Maintenance	589.35
09/03/2026	Cintas	Floor mats	Facility Contracts	144.19
09/03/2026	Delta Dental	Dental/Vision Ins	Benefits	307.06
09/03/2026	Granger	Waste services	Facility Contracts	57.06
09/03/2026	Healthiest You	Telehealth	Benefits	63.75
09/03/2026	Lighthouse Insurance	D&O, Umbrella	Insurance	4,763.00
09/07/2026	MERS	Pension	Benefits	3,142.66
09/07/2026	State of Michigan--Vendor		Payroll Liabilities	1,639.25
09/08/2026	MERS 457/DC		Payroll Liabilities	374.26
09/08/2026	MERS 457/DC		Payroll Liabilities	1,874.69
09/08/2026	Payroll		-Split-	14,704.35
09/08/2026	United States Treasury		Payroll Liabilities	5,060.33
09/08/2026	Coverall - New Dreams, Inc.	Janitorial service	Facility Contracts	170.00
09/08/2026	Heimler Consulting	IT and Bldg Mgt	Consulting	7,040.00
09/08/2026	MCLS	1655006	RIDES	111.31
09/08/2026	Springshare LLC (Patron Pt)	Patron Point	Patron Point	17,140.00
09/08/2026	Superior Pest Control, Inc.	Pest Control	Facility Contracts	58.00
09/08/2026	Dawe, Carol - vendor		Mileage	229.52
09/08/2026	Langlois, Ann - Vendor		Mileage	48.64
09/16/2026	Evergreen Lawn Care	Grounds Maint.	Facility Contracts	30.00
09/16/2026	Printing Productions Ink		Supplies	298.57
09/16/2026	Seaman's Air Conditioning/Refrigeration	Bldg repairs	Building Repairs/Maintenance	1,175.00
09/16/2026	Tuff Cover Inc.	delivery bags	Supplies	6,285.00
09/17/2026	Aflac		Payroll Liabilities	194.56
09/17/2026	Amazon		Supplies	105.38
09/17/2026	BCBS	Health Insurance	Benefits	3,539.57
09/17/2026	BCN	Health Insurance	Benefits	5,112.44
09/17/2026	Comcast-Data Lines	Data Lines	IT Operations	575.00
09/17/2026	Consumers Energy		Utilities	666.17
09/17/2026	DTE Energy		Utilities	63.27
09/17/2026	DTE Energy		Utilities	67.79
09/17/2026	Michigan Insurance Company	Cyber, Property, WC	Insurance	8,403.00
09/17/2026	Ricoh USA Inc.	Copier	IT Operations	23.30
09/21/2026	Allied Universal (Midstate)	Bldg security	Facility Contracts	121.56
09/21/2026	Backstage Library Works		Authority Control	300.20
09/21/2026	Same Day Delivery		Delivery Services	22,006.58
09/21/2026	Dawe, Carol - vendor		Mileage	159.60
09/21/2026	Grand Rapids Income Tax Dept.		Payroll Liabilities	118.48
09/21/2026	Walker City Treasurer		Payroll Liabilities	192.68
09/22/2026	MERS 457/DC		Payroll Liabilities	374.26
09/22/2026	MERS 457/DC		Payroll Liabilities	1,874.69
09/22/2026	Payroll		-Split-	15,132.06
09/22/2026	United States Treasury		Payroll Liabilities	5,142.38
			TOTAL	129,478.96

Lakeland Library Cooperative
Pass Through & Capital Funds Balance Sheet
As of September 30, 2026

7

	<u>Pass Through</u>	<u>Capital</u>
ASSETS		
Current Assets		
Checking/Savings		
001 · Checking Accounts		
001.1 · Fund - Checking	37,556	3,229
001.3 · eCommerce - Checking	5,043	
Total 001 · Checking Accounts	<u>42,599</u>	<u>3,229</u>
002 · Savings Accounts		73,436
Total Checking/Savings	<u>42,599</u>	<u>76,665</u>
Accounts Receivable	4,249	
Total Current Assets	<u>46,848</u>	<u>76,665</u>
TOTAL ASSETS	<u><u>\$ 46,848</u></u>	<u><u>\$ 76,665</u></u>
LIABILITIES & EQUITY		
Liabilities		
Current Liabilities		
Credit Cards	156	
Other Current Liabilities		
214 · Due To Other Funds	40,000	34,429
223 · Due to Members	1,649	
Total Other Current Liabilities	<u>41,649</u>	<u>34,429</u>
Total Current Liabilities	<u>41,805</u>	<u>34,429</u>
Total Liabilities	<u><u>\$ 41,805</u></u>	<u><u>\$ 34,429</u></u>
Equity		
390 · Unassigned Funds		24,370
Net Income	5,043	17,866
Total Equity	<u><u>\$ 5,043</u></u>	<u><u>\$ 42,236</u></u>
TOTAL LIABILITIES & EQUITY	<u><u>\$ 46,848</u></u>	<u><u>\$ 76,665</u></u>

Lakeland Library Cooperative
Pass Through & Capital Budget vs. Actual
October 2025 through September 2026

8

	Pass Through			Capital & Growth		
	YTD	Budget	%	YTD	Budget	%
Income						
628 · Group Supply Revenue	10,252	10,700	95.8%			
629 · Group Collections	99,331	100,400	98.9%			
635 · Group Services	36,262	36,350	99.8%			
637 · Ecommerce Fines	27,360	28,000	97.7%			
665 · Interest Revenue				2,766	2,000	138.3%
672 · Other Revenue	1,251	1,750	71.5%			
Total Income	\$ 174,456	\$ 177,200	98.5%	\$ 2,766	\$ 2,000	138.3%
Expense						
728 · Library Supply Expense	10,252	10,700	95.8%			
729 · Collection Expenses	99,331	100,400	98.9%			
805 · Group Subscriptions	36,262	36,350	99.8%			
807 · Fines Paid	22,317	28,000	79.7%			
830 · IT Services Expense	-	-	0.0%			
880 · Member Development	-	1,000	0.0%			
969 · Other Services	1,251	750	166.8%			
970 · Capital Outlay						
971 · Building/Grounds Improvements				-	7,500	0.0%
975 · Technology				5,400	15,000	36.0%
Total 970 · Capital Outlay	-	-	0.0%	5,400	22,500	24.0%
Total Expense	\$ 169,413	\$ 177,200	95.6%	\$ 5,400	\$ 22,500	24.0%
Net Ordinary Income	\$ 5,043	\$ -	100.0%	\$ (2,634)	\$ (20,500)	12.8%
Other Income/Expense						
Other Income						
699 · Fund Balance Transfers In	-	-	0.0%	20,500	20,500	100.0%
Total Other Income	\$ -	\$ -	0.0%	\$ 20,500	\$ 20,500	100.0%
Net Income	\$ 5,043	\$ -	100.0%	\$ 17,866	\$ -	100.0%

Lakeland Library Cooperative
Pass Through & Capital - Monthly Checks
As of September 30, 2026

9

Date	Name	Memo	Account	Amount
001 · Checking Accounts				
001.1 · Fund - Checking				
001.11 · Checking - Pass Through				
09/08/2026	Heimler Consulting	consult	Other Services	704.00
09/17/2026	OverDrive	audio and ebooks	Group Collections	5,231.79
09/21/2026	Coopersville Area District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	360.53
09/21/2026	Fennville District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	72.53
09/21/2026	Freeport District Library - Vendor	Jun-Aug 26 Efines	Ecommerce Fines	35.85
09/21/2026	Gary Byker Memorial Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	36.52
09/21/2026	Hesperia Community Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	9.28
09/21/2026	Hopkins District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	9.28
09/21/2026	Ionia Community Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	67.12
09/21/2026	Leighton Township Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	69.71
09/21/2026	Patmos Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	72.22
09/21/2026	Saranac Public Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	89.99
09/21/2026	Saugatuck--Douglas District Library	Mar-Aug 26 Efines	Ecommerce Fines	64.83
09/21/2026	Sparta Township Library--Vendor	Jun-Aug 26 Efines	Ecommerce Fines	107.24
09/21/2026	TCH Reynolds Township Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	111.92
09/21/2026	White Cloud Community Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	2.97
09/21/2026	White Lake Community Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	30.95
09/21/2026	Swank Movie Licensing USA	movie license renewal	Group Subscriptions	11,408.00
Total 001.11 · Checking - Pass Through				<u>18,484.73</u>
001.12 · Checking - Capital				
Total 001.12 · Checking - Capital				<u>0.00</u>
Total 001.1 · Fund - Checking				<u>18,484.73</u>
001.3 · eCommerce - Checking				
09/16/2026	Allendale Township Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	168.45
09/16/2026	Alvah N. Belding Library--Vendor	Jun-Aug 26 Efines	Ecommerce Fines	38.78
09/16/2026	Carson City Public Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	38.87
09/16/2026	Cedar Springs Public Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	26.89
09/16/2026	Croton Township Library - Vendor	Sept 25-Aug 26 Efines	Ecommerce Fines	11.08
09/16/2026	Dorr Township Library-Vendor	Mar-Aug 26 Efines	Ecommerce Fines	51.85
09/16/2026	Flat River Community Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	77.41
09/16/2026	Fremont Area District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	43.19
09/16/2026	Fruitport District Library - Vendor	Dec 25-Aug 26 Efines	Ecommerce Fines	21.73
09/16/2026	Georgetown Twp Public Library	Jun-Aug 26 Efines	Ecommerce Fines	920.82
09/16/2026	Grant Area District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	31.95
09/16/2026	Hackley Public Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	142.19
09/16/2026	Hastings Public Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	66.49
09/16/2026	Henika District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	2.12
09/16/2026	Herrick District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	1,194.88
09/16/2026	Howard Miller Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	204.52
09/16/2026	Lake Odessa Community Library	Sept 25-Aug 26 Efines	Ecommerce Fines	59.71
09/16/2026	Loutit District Library--Vendor	Jun-Aug 26 Efines	Ecommerce Fines	181.20

Lakeland Library Cooperative
Pass Through & Capital - Monthly Checks
As of September 30, 2026

10

Date	Name	Memo	Account	Amount
09/16/2026	Muskegon Area District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	1,554.35
09/16/2026	Newaygo Area District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	42.25
09/16/2026	Salem Township Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	140.49
09/16/2026	Spring Lake District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	274.60
09/16/2026	Tamarack District Library-Vendor	Jun-Aug 26 Efines	Ecommerce Fines	53.51
Total 001.3 · eCommerce - Checking				<u>5,347.33</u>
TOTAL				<u><u>23,832.06</u></u>



LAKELAND LIBRARY COOPERATIVE

LEADING • LEARNING • LENDING

COOPERATIVE DIRECTOR'S REPORT October 8, 2026

Happy October! The 8th is the 2nd Thursday so we are doing our best to get everything to you in a timely manner.

Agenda Items:

Board:

1. For elections, paper ballots will be available if needed.
2. There is a proposal for new rooftop air conditioner units.
3. My annual evaluation is included. I will email the president the Word document.
4. An update for the Strategic Plan is also included as a part of my review but it should be approved as well.
5. As requested by the board president, I have created a list of recruiters that specialize in libraries. I also updated the cooperative director job description and provided the one from 2019 (the one used when I was hired.) I tried to make the new one shorter. The 2019 version was quite repetitive.
6. New Oaths should be signed and notarized.

Advisory:

1. For elections, paper ballots will be available along with the ability to write in a candidate. A slate with each candidate's intentions is included in the packet.
2. Please read the full report for information from each LLC department/manager.
3. I'd like to have a conversation about committees and a call for officers since many individuals have served for multiple years.
4. Brief discussion about delivery statistics and what is needed, when and whom?
5. Please bring questions or comments for the Director's Discussion part of the agenda as well.

Other items of note:

- **ILS Migration:**
 - We received excellent feedback regarding the Transition to Change Workshop. Thank you all for attending. Ann will update you all on our next steps and as she mentions below, the quarterly meeting on October 15th will focus on the ILS Migration.
 - Be mindful that we are in the early stages of this process. Please be patient as we move forward. We promise to keep you informed.
- **Staff evaluations:** I have completed my part and will meet with the LLC staff by the 15th.
- I am hoping we can offer a **director's workshop** on working with and empowering boards. I have been asked by several directors to look into this. Stay tuned.
- Our **Fiscal Year** began October 1st. We will move forward with new projects, staffing goals and a commitment to all of you to serve the membership and fulfill the vision and mission of the strategic plan. The updated strategic plan included in the packet should help with this!
- Janet and I are working on **succession planning** in regards to the financial responsibilities of the director.
- We are all working together on the **facilities**. So much progress has been made. Please see Nick's report. We are mistaken as a public library at least weekly. Tish updated our signage for the front door. We keep the outside door locked now and removed furniture from the vestibule. We had people walking in or leaving items in the vestibule. Never a dull moment but we remedied this immediately. Now that KDL's Walker Branch is open again, perhaps there will be less confusion. We are updating our Google Maps listing too and our voice mail.
- **Library Cooperatives of Michigan:** We have two new cooperative directors starting and another being hired. Big changes but I am excited to see what we do next collaboratively.

Manager/Specialist Reports:

Cataloging Services Manager - Jeff Lezman

September 2026 activities

- We are continuing to work on database clean-up projects, and on moving graphic novels from serial records to monographic records.
- We removed 420,000 Loutit item records for Hoopla music titles from Sierra due to Loutit's cancellation of Hoopla services.
- E-mail & telephone consulting contacts: 31
- Sierra records manually edited: 583

- Hoopla records added to Sierra: 8,039

August 2026 Statistics

The statistics for August 2026 show an increase in the number of cataloging requests we received, with an accompanying increase in the number of records cataloged compared to August of last year. We increased our focus on original cataloging this month, the results of which are reflected in the statistics.

The number of requests received to be cataloged in August was up by 14% compared to August 2025. The number of requests received that were already in the database increased by 77%.

The number of records copy-cataloged in August increased by 41%, while the number of original records cataloged increased by 458%. The total number of records cataloged increased by 95% compared to the number of records cataloged in June 2025.

Cataloging	August 2026	FYTD	August 2025	FYTD	Monthly %	YTD PCT
Requests Received	1506	16950	1322	15062	14%	13%
Requests already in database	85	949	48	967	77%	-2%
Requests to be cataloged	1421	16001	1274	14095	12%	14%
Copy Cataloging	1138	13080	809	11381	41%	15%
Original Cataloging	681	3512	122	3136	458%	12%
Total Cataloged	1819	16592	931	14517	95%	14%

Cataloging Center Statistics

These statistics show the number of bibliographic records cataloged monthly by Lakeland and the other Cataloging Centers (Hackley, Herrick, Loutit, and MADL). The chart shows how the workload of cataloging is becoming more equitably distributed among all of the Cataloging Centers.

Month	Total	Lakeland Cataloging	Other Cataloging Centers
January	2766	1543	1223
February	2304	1316	988
March	2805	1834	971
April	2792	1655	1137
May	2661	1468	1193
June	3137	1744	1393
July	2737	1656	1081
August	2774	1819	955
Total	21976	13035	8941

Delivery: Tisha Smith & Carol Dawe:

September stats are included with this report. We could send these reports separately to the delivery group. I'd like us to have a brief discussion at the meeting about this as mentioned above. One of our sorters is out with a medical condition but the group is working to cover the hours. I am so pleased with the team that we have and Tisha's leadership. Mark and Tony, our Same Day drivers, are doing well. I did request that Same Day let us know when they will be on vacation so we can inform all of you ahead of time. We are fortunate that we often have Jeff as our replacement driver. Not our former driver, Jeff, but a Same Day driver named Jeff, who is a trainer and knows our site very well.

We have had some damaged materials. I am behind on this but will get reimbursements to all of you in the next week or two. My apologies. We are now waiting for the new fiscal year.

Facilities and IT: Nick Heimler

Worked with cleaning company to have them come during the day instead of after hours. Worked with HVAC to get updated estimate for new AC units as well as flipping one of the current server room AC units to point into sorting area. Placed four doorbells around building at main entrances and delivery doors. Scheduled door repairs on two of the LLC building entrances. Miscellaneous work around the building to keep things tidy.

Worked on and resolved Lakeland Tech Help tickets for email lists, SIP, Patron API, and API information requests. ILS Upgrade to Polaris assistance. Setting up new training laptops. Server and network maintenance. Assisted in monthly reports and miscellaneous reports requested. Miscellaneous work complete.

Digital Services Specialist – Nicki Johnson

September Vendor Contacts: 10 Member Contacts: 38 Tickets: 40

In Overdrive news:

- The new PIN requirement goes live October 1st.
- Our magazine subscription will renew for another year at the same price (which is 10% below list).
- We have a new partner joining our lending group; Clinton/Macomb Library is set to go live October 5.
- The Overdrive Committee meeting is Wednesday, October 14 at 10 am.
- I gave a webinar in September about Advantage+. 8+ people attended. Some good questions came up and were addressed. I will be offering another one on Wednesday, October 21 at 2 pm.

All Swank movie licenses went out in delivery.

All other subscriptions are rolling along. The next to renew are Transparent Language and Ancestry (if you have your subscription through Lakeland) on January 1st.

Finance & HR Manager - Janet Cornell

FY26 Financials: The FY26 Budget adjustments have been made but we are still waiting on a few transactions, adjusting entries and bank reconciliations to finish the fiscal year. Once these are recorded, I can update the financial section for the State Aid report.

Audits: I will be receiving a worker's comp audit request to be completed this month. This should result in a refund as the insurance fees this year reflect the payroll changes for the previous year. I will also be in contact with our auditor to schedule field work for our financial audit. The last few years they have not scheduled this until January, but I usually do the prep work before then. The financial audit will be presented in February or March.

FY27 Budget: I have updated the Library Account Summaries for each of you showing your fees and charges with us for the last quarter and last 4 quarters. I have also updated a budget planning sheet for the new fiscal year that shows the breakdown of fees. These did not include renewal information for Overdrive eMagazine subscriptions, but the quarterly fees will remain the same for the next fiscal year. These 2 reports were emailed with the Quarterly billing invoices during the first week of October.

GFOA Conference: Poor timing, but I was able to participate in the Government Financial Officers Association's "Best Practices" Conference during the last week of September. Sessions focused on policies and procedures for financial reporting, procurement and payment policies and risk management groups. Much of the information was geared for larger government municipalities, but each of the sessions I attended had good information to glean. This information will be used as I work with Carol to update our financial policies and procedures.

September Member and Vendor Contacts: 18

ILS Manager – Ann Langlois

September email, Zoom, and phone consults member libraries: 51; with vendors: 4

September help tickets opened: 119 September help tickets closed: 126

- Annual Patron and Charges Purge:** at the end of August/beginning of September, following the summer reading programs, we conducted the annual patron and charges purges as provided in the LLC Circulation policy. Patrons whose records expired longer than three years ago AND who had no circ activity for three years were deleted. Circulation activity includes not only check in, check out and holds, but also activity such as validation through the patron API for third party resources and log in to their records in the public catalog. 13,459 patron records were removed (397 were KDL patrons; 309 were GRPL patrons). Old charges from more than 6 years ago (as per the Michigan statute of limitations) were also purged. Following the charges purge, we conducted a synchronization of accounts in collections with Unique Management. There were 7,602 patrons with old charge on their records. Of these patrons, 5192 of them met the record purge criteria so they were also removed.
- Sierra 6.6 upgrade:** on Wednesday, October 7, at 9 p.m., we will upgrade to Sierra 6.6. The following feature is new in this version: Record History for item and volume records

(which allows a user to view recent edits—including location changes—with details on action, user, and date/time.

- **Polaris Migration Project:** Polaris staff are working with our data to build a test database. After that happens, Lakeland staff will review the test database to see if data migrated correctly.
- **Quarterly Meeting:** the next quarterly meeting will be Thursday, October 15 at 1:30 pm. [Register here](#). At this meeting, we will discuss the Polaris migration project more in-depth since the data migration in the test database should be farther along. We'll send a reminder to all members but please make sure that the migration contacts at your libraries attend or view the recording if they are not scheduled at that time. Jeff will also give a sneak peek of what cataloging/adding items will look like in the test database of a fictional library that Lakeland was granted access to, because our actual test database is still being built.

Member Services Manager – Amber McLain

Email/Phone Consults with Libraries: 62

Email/Phone Consults with Vendors: 49

- **BiblioCommons:** BiblioCommons continues to function as usual.
- **BiblioSuggest:** BiblioSuggest continues to function as usual. I will send out LLC Parent catalog suggestions by October 6.
- **BiblioApp:** BiblioApp continues to function as usual.
- **Patron Point:** Patron Point continues to function as usual.
 - *Number of Applications in September 2026: 919*
 - *Number of Auto-Renews in September 2026: 2759*
- **Polaris Prep:** I am currently working with Ann, Carol, and Jeff to begin work on a training plan to ensure that all possible topics are covered as we move forward with this project. I am researching different self-paced and/or interactive learning platforms to determine what will meet our needs and be sustainable for future training.
- **Website and Accessibility:** I am continuing to work on the Lakeland website in between Polaris prep-work and other general duties.

Respectfully submitted,

Carol Dawe

LAKELAND LIBRARY COOPERATIVE
DELIVERY BAG COUNT
DELIVERY BAGS PUT INTO TRUCKS AT LLC
SEPTEMBER 30, 2026

	A	B	C	D	E	F	G	H
1								
2	September		2026					
3								
4	Day	Date	Truck #	Book Bags	Blue Bins	Gray-AV Bins	Other Items/Boxes	Total
5	Tuesday	1-Sep	1	38	13	1		52
6	Tuesday	1-Sep	2	39	13	3	3	58
7								
8	Wednesday	2-Sep	1	67	12	5		84
9	Wednesday	2-Sep	2	76	12	5	2	95
10								
11	Thursday	3-Sep	1	57	14	3		74
12	Thursday	3-Sep	2	39	12	3		54
13								
14	Friday	4-Sep	1	59	13	5	5	82
15	Friday	4-Sep	2	55	13	5		73
16								
17	Tuesday	8-Sep	1	35	13	1		49
18	Tuesday	8-Sep	2	31	13	3		47
19								
20	Wednesday	9-Sep	1	66	12	5	1	84
21	Wednesday	9-Sep	2	70	12	5		87
22								
23	Thursday	10-Sep	1	71	14	3		88
24	Thursday	10-Sep	2	45	12	3		60
25								
26	Friday	11-Sep	1	66	13	5	1	85
27	Friday	11-Sep	2	61	13	5		79
28								
29	Monday	14-Sep	1	46	12	2	1	61
30	Monday	14-Sep	2	39	13	6		58
31								
32	Tuesday	15-Sep	1	36	13	1	2	52
33	Tuesday	15-Sep	2	43	13	3	2	61
34								
35	Wednesday	16-Sep	1	67	12	5	1	85
36	Wednesday	16-Sep	2	70	12	5	1	88
37								
38	Thursday	17-Sep	1	63	14	3	2	82
39	Thursday	17-Sep	2	38	12	3	1	54
40								
41	Friday	18-Sep	1	57	13	5	2	77
42	Friday	18-Sep	2	39	13	6		58
43								
44	Monday	21-Sep	1	45	12	2	1	60
45	Monday	21-Sep	2	44	13	7		64
46								
47	Tuesday	22-Sep	1	30	13	1		44
48	Tuesday	22-Sep	2	39	13	3	1	56
49								
50	Wednesday	23-Sep	1	65	12	5		82
51	Wednesday	23-Sep	2	90	12	5		107
52								
53	Thursday	24-Sep	1	54	14	3		71
54	Thursday	24-Sep	2	37	12	3		52
55								
56	Friday	25-Sep	1	49	13	5		67
57	Friday	25-Sep	2	52	12	5		69
58								
59	Monday	28-Sep	1	32	12	2	1	47
60	Monday	28-Sep	2	33	13	7		53
61								
62	Tuesday	29-Sep	1	37	13	1		51
63	Tuesday	29-Sep	2	31	13	3		47
64								
65	Wednesday	30-Sep	1	63	12	5	1	81
66	Wednesday	30-Sep	2	68	12	5		85
67								
68								-
69								-
70								
71								
72	Total			2,142	532	161	28	2,863

September 2026

LAKELAND LIBRARY COOPERATIVE
ADVISORY COUNCIL MINUTES – Official
Thursday, date at 9:30 a.m.
At the KDL Service Center

Council Members Present: Elyshia Hoekstra (OC), Stef Reed (MG), Joe Zappacosta (SM), Carol Dawe (LLC)

Lakeland Staff Present: Amber McLain (LLC), Carol Dawe (LLC)

- 1) **CALL TO ORDER AND ROLL CALL:** The meeting was called to order at 9:55 AM by Elyshia Hoekstra.
- 2) **APPROVAL OF AGENDA:** Cierra Bakovka moved, supported by Matt Lubbers-Moore to approve the agenda - *motion carried*.
- 3) **PUBLIC COMMENTS:**
 - a) Matt Lubbers-Moore welcomed Reilly as the new director at Dorr, and Betty Adams as the new director at MADL.
 - b) Teresa Kline shared that Fennville got a grant to digitize their bound newspapers.
 - c) Cierra Bakovka shared that Henika has received a grant towards their expansion project, contingent on passing a millage.
- 4) **APPROVAL OF MINUTES:** Kevin Meyer moved, supported by Betty Adams, to approve the Advisory Council minutes from June 11, 2026 – *motion carried*.
- 5) **COUNCIL PRESIDENT REPORTS:** None.
- 6) **BOARD REPORT:** Nothing to report.
- 7) **ILS MANAGER'S REPORT:** Ann shared that the annual patron purge will be coming in late August. The patron fines purge will also be happening soon.
- 8) **MEMBER SERVICE MANAGER'S REPORT:** Amber shared that BiblioCommons has had some connectivity issues. If you experience an error, refresh and try again, but let Amber know. She also shared that PLOUD libraries may have some issues with their Patron Point forms, so she encouraged them to check them.
- 9) **COOPERATIVE DIRECTOR'S REPORT:** None.
- 10) **OTHER REPORTS:**
 - a) **MLA:** James Pugh shared information regarding the 2027 MLA annual conference, including information about the sessions and keynote speakers. Mary Johnson added that MLA is looking at starting up a Library Trustee Training initiative and certification program. MLA is also coming up on its 135th Anniversary. Abby Black shared that Lance Werner of KDL received a grant for local Ordinances regarding intellectual freedom.
- 12) **NEW AND ONGOING BUSINESS**
 - a) *ILS Migration Project* – Ann shared the current status of the ILS project, how the Lakeland team is working with Clarivate on the beginning of this transition to translate our current Sierra information to Polaris information. A discussion regarding differentiated logins ensued.
 - b) *Caucus/Election discussion for September/October* – A discussion regarding the caucus for board positions and officers for advisory ensued. If you are interested, let Carol know before the September meeting.
 - c) *Operating Budget and Cost per Library Discussion and Vote* – A discussion regarding the delivery charge increase ensued. Carol explained that the ILS transition, not having to hire drivers, and not having to pay healthcare for those employees means that the cost will balance out. Mary Johnson moved, supported by Virginia DeMumbrum, to approve the Operating Budget and Cost per Library – *motion carried*.
- 13) **PUBLIC COMMENTS:**
 - a) Mary Johnson announced that MADL increased summer reading participation by 34%.
 - b) Ellen Peters shared that one of OL's staff members will be presenting at MLA. OL is also dropping Hoopla at the end of the month – Maggie McKeithan praised Loutit's FAQ page regarding the topic.

- i) A discussion regarding digital material strategy ensued.
 - c) Betty Adams from MADL shared that MADL will be hosting Dave Eggers in November.
 - d) Dorr is going to be hosting "Plates and Pages" – a programs in which Michigan authors share a meal with local families and discuss their works.
- 14) **NEXT MEETING:** Thursday September 10, 2026, following the 9:30 a.m. Board Meeting at Kent District Library Service Center.
- 15) **ADJOURNMENT:** Matt Lubbers-Moore moved, supported by James Pugh, to adjourn at 10:57 AM - *motion carried.*

Respectfully submitted by,
Amber McLain

AC Replacement Proposal

October 8th 2026 Board proposal

Nick Heimler coordinated the quotes received. The two quotes were very similar in price with only a \$400 difference. We have been a longtime Seaman's customer and quite frankly, these units have lasted as long as they have because of their commitment to servicing them and providing quality maintenance and repairs. Therefore, we propose continuing with Seamans and accepting their quote of \$39,980, which is attached.

Some background:

It was brought to our attention by Seaman's during annual maintenance that multiple repairs will be needed for the units on the roof and that they would be a temporary fix at best. We think these units may be original to the building. Nick worked here initially between 1998 and 2008 and said that they were here prior to that time. I arrived in 2018 and nothing has been changed to the roof units. I believe the internal units in the computer room are newer and should last longer. Since our server capacity is half of what it used to be, Nick suggested that we turn one of those internal air condition units to point into the sorting area. This will be quite easy since it is a shared wall between the two areas. This will provide a much-needed respite for the sorters during the warm weather. Seamans has included this in the quote. It was an extra cost for the other vendor, ProTech.

We realize that this is a significant cost but it's best to be proactive and install off season than after we have an emergency. We need to protect the entire building; the server area and we can enhance the work quality of our 5 sorters and other staff as they work at the office and we provide training for member library staffs etc.

Please let me know if you have questions and I look forward to the discussion. Pending on board approval, this work will be completed as soon as possible.

Attention: Nick Heimler
Lakeland Library
4138 3 Mile NW
Grand Rapids, MI 49534

September 15, 2026
Proposal Number: 28189
Project: Rooftop Replacements

Project Summary:

We are pleased to present the following project to replace two rooftop units at your facility.

Project Includes:

- (1) 3.5 Ton Trane RTU
- (1) 5 Ton Trane RTU
- (2) Electrical disconnects
- (1) Service outlet
- Rerouting of existing gas pipe to meet code
- Installation of two supply ducts to IT room
- Installation of one return duct in IT room
- Relocate one mini split indoor unit to garage area back side of wall
- Insulating exterior duct (per new code all exterior duct to be insulated)
- Miscellaneous hangers, stands, and hardware
- Crane fees
- Sales tax and permits
- Labor to install during normal working hours
- One-year limited warranty on parts and labor provided by Seaman's

Project Does Not Include:

- Work or materials not described above

Note:

1. **Site Access** – The customer must provide free and unrestricted access to all areas necessary for material delivery and labor execution.
2. **Ownership of Equipment** – Seaman's Air Conditioning & Refrigeration, Inc. retains title of all equipment and materials until all invoices are paid in full.
3. **Hazardous Materials & Environmental Conditions** – Unless explicitly stated in this proposal, pricing does not include and we assume no responsibility for identifying, investigating, remediating, or addressing any hazardous materials, including but not limited to asbestos or lead-containing substances.
4. **Code Compliance Requirements** – Unless otherwise noted, pricing does not include the provision or installation of roof hatches, roof guards, rails, or level work surfaces that may be required by mechanical codes.
5. **Surface & Structural Damage** – Seaman's Air Conditioning & Refrigeration, Inc. is not responsible for any damage to concrete or asphalt surfaces resulting from concentrated loads imposed by cranes, lifts, or other heavy equipment.

Rooftop Replacements: \$39,980.00

Proposal Validity, Terms, & Confidentiality:

Proposal pricing is valid for 5 days from the date issued and may be subject to adjustment thereafter. All terms and conditions, including payment terms, are subject to credit approval.

This proposal and its contents are the intellectual property of Seaman's Mechanical and are provided exclusively for the evaluation of services by the intended recipient. Reproduction, distribution, or use of this scope by any third party without written consent is strictly prohibited.

Payment Terms: 50% down with signed proposal Net 30. Past due balances will incur a finance charge of 1.5% per month (18% annually). A convenience fee of 3% will be applied to all payments made by credit or debit card.

Acceptance:

By signing below, the owner acknowledges understanding and agrees to the terms and conditions available on Seaman's Mechanical's website at <http://www.SeamansAc.com/about/terms-conditions>. These terms and conditions are hereby incorporated by reference.

THIS PROPOSAL IS HEREBY ACCEPTED:

Proposal #: **28189**

Signature: _____

Print: _____

Title: _____ Date: _____

Bob Sevigny – Account Manager
Seaman's Mechanical



LAKELAND LIBRARY COOPERATIVE

LEADING ♦ LEARNING ♦ LENDING

September 25, 2026

Director Evaluation Annual Update for 2025-2026

Lakeland Library Governing Board Members,

I refer you to the attached evaluation form in Word (and also included in this packet) and the most recent strategic plan update for FY 2025-2026. The complete LLC strategic plan and its supplements can be found on our website. I felt it was a bit overwhelming to include it all here. My apologies if I was mistaken.

Having the strategic plan has made it so much easier to focus on the needs of the membership. I think this updated summary provides documentation as to what we have been working on this past year so in the interest of time, I will not provide a narrative as I did last year.

Please let me know if you have questions. It is such a pleasure to serve and support the member libraries and work with my wonderful colleagues and each and every one of you.

Respectfully submitted,

Carol Dawe

Lakeland Library Cooperative Board
Evaluation of the Director
October 1st, 2025, through September 30th, 2026

**The following sections should be
filled out by the Board**

Section 1: Leadership for 2025-26

Please rate the Directors mastery of modeling core values and mission, vision, continuous improvement, empowering others, and community leadership.	Exceptional	Good	Needs Improvement	Unacceptable	Don't Know
Modeling Core Values:					
Clearly articulates and models the organization's values and mission to the staff, board, member libraries and the community. Works to raise awareness of library related issues					
Leads staff in maintaining a climate of excellence, accountability and respect					
Vision:					
Shares her vision for Lakeland Library Cooperative and inspires thinking and action in others consistent with the mission					
Continuous Improvement:					
Seeks, evaluates and acts upon opportunities for innovation to change, grow and improve					
Empowering Others:	Exceptional	Good	Needs Improvement	Unacceptable	Don't Know
Empowers the board and staff through sharing information and authority. Communicates well in various mediums.					
Inspires others by recognizing and appreciating individual excellence across the organization					

Comments:

Section 2: Management Performance for 2025-2026

Please rate the Directors performance in the following management areas of human resources, financial, philanthropy/fund development and governance:	Exceptional	Good	Needs Improvement	Unacceptable
Human Resources:				
Recruits, develops and retains a capable staff and manages its performance effectively through clear job descriptions, periodic feedback, training, and performance reviews				
Finance:				
Works with the staff, finance committee and the board to prepare budgets, monitor progress, and initiate changes (to operations and/or budgets), as appropriate				
Assures adequate control and accounting of all funds, including maintaining sound financial practices, and complying with all laws				
Governance:				
Works with the board to develop strategies for achieving the mission, goals and financial viability of the organization				
Provides suitable and timely information to the board about key issues for discussion, analysis and decision making that allows the board to set the agenda and focus of meetings				
Understands and works to streamline committee and council processes for more timely action				
Technology:				
Researches, presents and implements technologies that are appropriate to cooperative. Assists member libraries in understanding and moving forward with technology				
Comments:				



LAKELAND LIBRARY
COOPERATIVE
LEADING • LEARNING • LENDING

Strategic Plan

Annual update October 2025--September 2026

(Full plan for 2023- 2027 is on website.)

LEADING

Support member libraries by connecting them to LLC and each other and demonstrating the value of the cooperative to their communities in supporting lifelong learning and expanded worldview.

LEARNING

Ensure member library staff are confident in their skills to provide exceptional, consistent service to their patrons.

LENDING

Work together to create efficiencies and access to resources in cost-effective ways to increase individual member library capacity and reciprocal lending, borrowing, and improved user experience.

UPDATE FOR STRATEGIC GOALS: October 2025-September 2026

Highlighted = Completed

Italics: Forthcoming

Administrative Policies and Internal Processes:

- Board requested a Director Succession Plan in the 2024-2025 Director Evaluation
 - **Succession plan completed and approved by the board in September, 2025.**
 - **Cooperative Director announced her future retirement in September, 2027.**
 - **Director met with Board President.**
 - **Director will provide board with draft job description and list of recruiters.**
 - *Board will move forward with Director Search. This is an ongoing project.*
- Board agreed that policies should be reviewed, revised and rewritten.
 - All job descriptions will be updated and roles reevaluated.
 - **Cataloging and Collection Specialist 1 has been renamed and updated.**
 - **Other Cataloging Job Descriptions have also been renamed and updated.**
 - **Director Job Description Draft has been given to Board President**
 - *Other job descriptions are under revision.*
 - Employee Handbook will be updated as needed.
 - **Vacation policy was updated and approved.**
 - **Procurement, Credit Card and Succession policies were updated and approved.**
 - **Bylaws and Plan of Service were updated and approved.**
 - **Payroll has been migrated from Quickbooks to Patriot.**
 - *AP and AR programs are being evaluated. One was tested and rejected.*
 - *Other plans are in process of being reviewed.*
- Delivery Efficiencies and Effectiveness
 - **Delivery options were researched, analyzed and presented to the board without any disruption to service.**
 - **Estimated budget model were created presented to the board.**
 - **Contract negotiations provided a 5 year contract with no cost increases beginning with year 2 through year 5?**
 - *Delivery was outsourced as of May 1st, 2026.*
 - *Trucks were sold as of May 1st 2026.*
 - *A sorter was promoted to Lead Sorter. Additional hours for sorters were added.*
 - *We contracted for facilities maintenance for 8 hours per week.*
 - *Other duties were absorbed by current staff.*
 - *Practices, procedures and staffing will continue to be re-evaluated.*

ILS Evaluation Project

- **Needs assessment complete**
- **RFI**
 - **Created, reviewed and published.**
 - **Responses received from 3 vendors**
 - **Committee is working on the rubric to evaluate RFIs**
- **Vendors will be chosen for demonstrations**
 - **Demonstrations Complete**
- **Quotes from two vendors have been requests and will be evaluated by staff.**
- ***An ILS was chosen, voted on and contracts signed by June 2026.***
- **A migration go live date of September 8th, 2026 has been established**
- **A “transition to change” workshop was conducted on September 10 and attended by 56 LLC member library staff members, 4 LLC staff and our facilitator, Amanda Standerfer.**
- **Sneak peaks and other demos have been shared.**
- **An ILS Migration committee has been created.**
- **Polaris assigned a project manager and migration has begun!**
- ***A tentative and then a detailed time line is being established.***
- ***Training modules are being created. A training survey has been sent out for each library so their needs can be understood and met by staff.***
- ***Data is being mapped.***
- ***A marketing committee will be established.***
- ***More details to come. This is an ongoing project.***

Cooperative Evaluation and Effectiveness:

- **Survey created to measure success, and understand membership needs and interests.**
 - **Survey was created and distributed.**
 - **Responses were analyzed, discussed, and implemented.**
 - **Board and Advisory Feedback requested for best practices for moving forward.**
 - **Advisory meetings are now streamed.**
 - **More in person training was/is being conducted.**
 - ***Other suggested were and will be implemented. Too many to list.***
 - ***Further steps will be created as we move forward.***
- **Complete strategic plans for participating libraries.**
 - **Plans are complete for Saugatuck, Freemont, Coopersville, Flat River, Hesperia, Hastings, Hopkins, and White Lake. Cedar Springs, Gary Byker, Allendale and Leighton are waiting for board approval.**
 - ***Plans for Saranac Clarksville and Tamarack are in progress.***

- Continue to work with partners on a variety of projects and issues.
 - **MiLibraryFinder was rolled out at MLA.**
 - **TLN has taken over management and marketing of the project. Amber McLain has been contracted to update and manage the website.**
 - **Marketing materials were created.**
 - **Cooperative Director assisted Suburban Library Cooperative in hiring a director. (This was done mostly on her own time but will benefit all coops and member libraries to have all coop positions filled.**
 - **Statewide District Library Workshop was held March 9th on Zoom . LLC Director organized and managed the session.**
 - **Intellectual Freedom Workshop was held for LLC Libraries on February 12, 2026 in partnership with Michigan Library Association.**
 - **Millage workshops were held, sponsored by the LCM.**
 - **The cooperative director attended Advocacy Day and LLC sponsored a table with materials representing, LLC, LCM and MiLibraryFinder.**
 - *Ongoing partnerships continue.*

Recruiting Firm and Year Est.	URL	Location
Boyden, 1946	https://www.boyden.com/	Chicago is closest, worldwide
June Garcia, 2008	https://www.junegarcia.com/	Denver
Issacson Miller, 1982	https://www.imsearch.com/	Boston
Bradbury Miller Associates, 1983	https://bradburiymiller.com	Canton, OH
Dieters and Todd, 2019	https://www.deiterstodd.com/	Based in Illinois



**LAKELAND LIBRARY COOPERATIVE
COOPERATIVE DIRECTOR**

JOB DESCRIPTIONS -2 are included. A new draft revision and the original

**REVISION DRAFT
September 2026**

JOB SUMMARY

To lead the Lakeland Library Cooperative as it provides support to its member libraries as directed by the Cooperative Board as detailed in the Plan of Service, bylaws and the policies of the Cooperative and applicable state and federal laws.

DUTIES/RESPONSIBILITIES (Illustrative but not exhaustive)

- Manages and leads the Cooperative Team, including hiring, empowering, and evaluating the staff of 11 and one contract employee.
- Builds and maintains respectful and productive relationships with the Lakeland Board, Advisory Council, various committees, the directors, boards and staff of the 42 member libraries, and local, state and nationwide partners including the other 10 Michigan cooperative directors.
- Responsible for the finances of the organization including working with the board treasurer and internal financial staff to manage and administer annual budgets, state aid, grants and group purchases. The director is also responsible for the long-term financial health of the organization and in keeping the board informed through monthly reports and the annual external audit.
- Performs other duties as assigned.

NECESSARY KNOWLEDGE, ABILITIES AND SKILLS

- Ability to work effectively with others and experience in consensus-building, group decision-making, problem solving and active listening.
- Thorough knowledge of public libraries, especially their goals and objectives.
- Experience with facilitating, writing and implementing strategic plans and grants.
- Outstanding organizational skills, as well as the ability to effectively juggle and set multiple work priorities for oneself, cooperative staff and member library staffs, vendors and others partners.
- Strong written and oral communication skills, including gathering, analyzing and presenting accurate written records, as well as clear and concise oral reports.
- Ability to identify departmental inefficiencies, as well as recommend systems and procedures to improve efficiency, reduce costs and provide better service internally and upon request from the member libraries.
- Attention to detail, with a commitment to accuracy in all work products.
- Experience with library automation systems is essential.
- Understanding of accounting and ability to prepare financial and other statistical reports.
- Knowledge of, and ability to use, PCs and a variety of hardware/software applications.

- Ability to use a variety of office equipment.
- Ability to lift various items weighing a maximum of 30 pounds daily to waist-high level.
- Manual dexterity and ability to sit and operate a computer at a high level of proficiency for extended periods.
- Ability to work extra hours occasionally, if needed.
- Ability to travel to member libraries, meetings and conferences with occasional overnight travel.

QUALIFICATIONS

- Master's Degree in Library Science from an American Library Association Accredited School.
- Possession of a Librarian's Permanent Professional Certificate issued by the Library of Michigan, or ability to obtain.
- 8 years professional experience in or with public libraries, with at least 4 at the managerial level.
- Previous experience with a cooperative or consortia of public libraries desirable.
- Strong familiarity with current technology, a shared integrated library system and 3rd party vendors including bids, contracts, negotiations and supporting cooperative staff who manage these systems and products.

This job description should not be interpreted as all-inclusive or as an employment agreement between the employer and employee. Any essential functions of this position will be re-evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

EVALUATION

The Cooperative Director is evaluated annually by the Lakeland Library Cooperative Board with direction from the Personnel Committee.

SALARY AND BENEFITS

Salary set by the board and included 40-hour week, retirement savings options, health and life insurance, vacation, sick benefits, travel expenses. This is not a remote position and the director must live within 50 miles of the cooperative headquarters so that work can be done in the office, at home and at member libraries.

**LAKELAND LIBRARY COOPERATIVE
COOPERATIVE DIRECTOR
JOB DESCRIPTION**

June 2019 (slightly revised from when I was hired.)

JOB SUMMARY

To administer services to the Lakeland Library Cooperative as directed by the Board of Directors as detailed in the Plan of Service and the policies of the Cooperative.

DUTIES/RESPONSIBILITIES (Illustrative but not exhaustive)

- Provides uniformly consistent, respectful, and friendly service to LLC members, staff and visitors.
- Understands and complies with organizational policies and procedures while safeguarding confidential and restricted information.
- Performs other duties as assigned.

NECESSARY KNOWLEDGE, ABILITIES AND SKILLS

- Ability to work effectively with others.
- Ability to recognize and set priorities, as well as organize and coordinate own work and department staff workflows.
- Ability to identify departmental inefficiencies, as well as recommend systems and procedures to improve efficiency, reduce costs and provide better service.
- Ability to manage, plan and organize, as well as coordinate projects, upgrades and installations.
- Attention to detail, with a commitment to accuracy in all work products.
- Experience in consensus-building and group decision-making.
- Outstanding organizational skills, as well as the ability to effectively juggle and set multiple work priorities and exercise discretion with vendors, members and cooperative staff.
- Strong written and oral communication skills, including gathering, analyzing and presenting accurate written records, as well as clear and concise oral reports.
- Ability to learn the organization and operation of a library cooperative.
- Thorough knowledge of public libraries, especially their goals and objectives.
- Experience with library automation systems is essential.
- Works effectively with member libraries, the Library of Michigan, Michigan Library Association, Midwest Collaborative for Library Services and other Library Cooperatives.
- Understanding of accounting and ability to prepare financial and other statistical reports.
- Knowledge of, and ability to use, PCs and a variety of hardware/software applications.
- Ability to use a variety of office equipment.
- Ability to lift various items weighing a maximum of 30 pounds daily to waist-high level.
- Manual dexterity and ability to sit and operate a computer at a high level of proficiency for extended periods.
- Ability to work extra hours occasionally, if needed.
- Ability to travel to member libraries, meetings and conferences with occasional overnight travel.

QUALIFICATIONS

- Master's Degree in Library Science from an American Library Association Accredited School.
- 8 years professional experience in public libraries, with at least 4 at the managerial level.
- Possession of a Librarian's Permanent Professional Certificate issued by the Library of Michigan, or ability to obtain.

- Experience with a large cooperative of multi-site library systems desirable.

This job description should not be interpreted as all-inclusive or as an employment agreement between the employer and employee. Any essential functions of this position will be re-evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.

EVALUATION

The Cooperative Director is evaluated annually by the Lakeland Library Cooperative Personnel Committee.

SALARY

Salary by contract, 40-hour week, health, life, vacation, and sick benefits, travel expenses.

PERFORMANCE RESPONSIBILITIES:

DESCRIPTION:

1. Administration

- a) Holds full responsibility for administration of the Cooperative within the framework of the Cooperative Plan, Bylaws, Board Policies, the budget, and applicable laws;
- b) Reports at each Board meeting, and in other ways keeps the Board informed of the Cooperative's progress and problems;
- c) Attends all regular and special Board meetings;
- d) Serves as ex-officio, non-voting member of Cooperative committees.

2. Leadership

- a) Analyzes the Cooperative's strengths and weaknesses;
- b) Recommends plans for the Cooperative's growth and means for implementing plans;
- c) Initiates new services;
- d) Proposes improvements to Cooperative services.

3. Policy

- a) Recommends and drafts policies as needed;
- b) Works with committees on development of policies;
- c) Advises the Board on the merit of decisions being considered;
- d) Interprets policies to staff;
- e) Maintains an up-to-date policy manual

4. Finance

- a) Develops a recommended budget for the Finance Committee and the Board;
- b) Approves expenditures as authorized in the approved budget;
- c) Supervises the maintenance of financial records and arranges for annual audit;
- d) Controls costs and meets budgetary objectives through such methods as eliminating unnecessary operations, prudent use of resources, etc;
- e) Works with librarians and board members to maintain existing funding and to obtain new sources of revenue;
- f) Negotiates all Cooperative agreements and contracts.

5. Continuing Education

- a) Keeps library staff and boards informed of developments in the library field;
- b) Orientation for new Cooperative Board members;
- c) Provides opportunity for trustees, member librarians, and staff to attend workshops;
- d) Advises the Continuing Education Committee in developing and implementing workshops for the membership.

6. Grants

- a) Creates a clearinghouse for getting potential grant information out to the member libraries;
- b) Writes and administers grant proposals for Lakeland Library Cooperative when an opportunity exists;
- c) Provides grant writing assistance when requested by member libraries.

7. Consulting

- a) Keeps librarians and trustees of member libraries informed of Cooperative services, policies, procedures, and plans as well as library legislation and new library trends;
- b) Provides consultant service to member libraries and visits member libraries as needed;
- c) Responds in a timely fashion to inquiries from librarians and board members of member libraries.

8. Personnel

- a) Provides appropriate job descriptions for all staff, and maintains personnel files;
- b) Has authority to employ, direct, evaluate, and terminate employees as appropriate;
- c) Recommends changes in working conditions, fringe benefits, and salary scale when appropriate;
- d) Capitalizes on skills and initiative of all staff members.

9. Representation

- a) Represents the interests of the Cooperative and its members by participating in regional library associations, and in state and national library activities;
- b) Attends meetings of Cooperative Directors.

10. Reports

- a) Prepares and presents reports including monthly financial and statistical reports, the annual report, and special reports.



OATH OF OFFICE

Name: _____
[Print]

I do solemnly swear (or affirm) that I will support the Constitution of the United States and the Constitution of the state of Michigan and that I will faithfully discharge the duties of my position on the Lakeland Library Cooperative Board in accordance with the Plan of Service, Bylaws and associated documents, laws and policies to the best of my ability.

Signature: _____

Date Signed: _____

Notary Stamp and Signature: